

Note-Taking Guide

Fire Officer II

Maryland Fire and Rescue Institute
University of Maryland
Steven T. Edwards, Director

Fall 2015



The Maryland Fire and Rescue Institute of the University of Maryland is the State's comprehensive training and education system for all emergency services.

The Institute plans, researches, develops, and delivers quality programs to enhance the ability of emergency service providers to protect life, the environment, and property.



Student Performance Objective

- After completing this lesson, the student shall be able to discuss concepts of leadership.

MGMT 202-PPT-1-2-1

Overview

- Company Officer II Professional Qualifications
- Company Officer II Roles and Responsibilities
- Leadership

MGMT 202-PPT-1-2-2

Company Officer II Professional Qualifications

- A Company Officer II
 - Meets NFPA 1021
 - Meets Chapter 5 job performance requirements of NFPA 1021
 - Is selected based on evaluation of the candidate
 - Written testing
 - Interviews
 - Skills evaluations

MGMT 202-PPT-1-2-3

Company Officer II Roles and Responsibilities

- Evaluate personnel performance
- Prepare projects
- Develop budgets
- Evaluate resource needs of assigned units
- Understand purchasing process
- Maintain records on purchase
- Conduct preliminary investigation of a fire scene
- Develop preincident plans for multiunit operations

MGMT 202-PPT-1-2-4

Company Officer II Roles and Responsibilities

- Assign resources to effectively control incidents
- Conduct postincident analysis using information gathered from all responding units
- Assist with development of organizational policies and procedures
- Provide media with emergency incident and department activity information
- Apply planning concepts, project needed resources

MGMT 202-PPT-1-2-5

Company Officer II Roles and Responsibilities

- Level II Company Officers should be familiar with how strategic partnerships affect delivery of safety, injury and fire prevention education programs
 - May report to local authority members
 - May interact with managers in other jurisdictional departments

MGMT 202-PPT-1-2-6

Company Officer II Roles and Responsibilities

- Company officers may serve as a point of contact for interagency coordination at incidents involving
 - Units and resources from other government levels
 - Other departments with AHJ
 - Emergency responders from other jurisdictions
- Coordination requires
 - Knowledge of available resources
 - Protocols for acquiring those resources
 - Existing mutual aid agreement

MGMT 202-PPT-1-2-7

Company Officer II Roles and Responsibilities

- The Level II Fire Officer must be familiar with the jurisdiction's
 - Health and safety policies
 - Potential risks and hazards that result from unsafe practices
 - Methods of mitigating risks and hazards

MGMT 202-PPT-1-2-8

Company Officer II Roles and Responsibilities

- Primary health and safety duties
 - Analyzing unit accident and injury reports
 - Directing actions and/or recommending steps to prevent their recurrence

MGMT 202-PPT-1-2-9

Leadership

- Company officers serve as leaders to their respective units and must understand key elements of leadership.



MGMT 202-PPT-1-2-10

Leadership

- Good leaders
 - Have supervisory ability
 - Are decisive
 - Are intelligent
 - Are self-assured
 - Take the initiative
 - Have a desire for professional success
 - Have integrity
 - Can prioritize
 - Have a vision
 - Are industrious
 - Have interpersonal skills
 - Are innovative
 - Are consistent
 - Are prepared
 - Are proactive
 - Will make timely decisions

MGMT 202-PPT-1-2-11

Leadership

- Leadership skills development
 - Study successful leaders
 - Employ a 360-degree feedback evaluation
 - Take courses
 - Attend seminars/workshops
 - Read books or other literature
 - Have counselors/mentors

MGMT 202-PPT-1-2-12

Leadership

- Leadership skills
 - Seeing opportunities
 - Identifying challenges
 - Communicating
 - Planning for success
 - Building trust
 - Understanding the system
 - Inspiring a shared vision
 - Enabling others to act
 - Modeling desired behavior
 - Encouraging subordinates
 - Establishing priorities

MGMT 202-PPT-1-2-13

Leadership

- Command presence is the ability to
 - Identify components of a situation
 - Assess the need for action
 - Determine the nature of necessary intervention
 - Initiate action
 - Be perceived as having the ability to take action



MGMT 202-PPT-1-2-14

Leadership

- Attributes of command presence
 - A leader is
 - Self-confident
 - Trustworthy
 - Consistent
 - Responsible
 - Accepting
 - An expert

MGMT 202-PPT-1-2-15

Leadership

- Steps to create command presence
 1. Determine what the situation is
 2. Know what resources are available to apply to the situation
 3. Develop the strategy and tactics required to resolve the situation
 4. Listen to all points of view, when appropriate
 5. Make the decision
 6. Implement the decision
 7. Evaluate and modify the decision as necessary
 8. Take responsibility for the decision

MGMT 202-PPT-1-2-16

Leadership

- Ethics
 - The agreed-upon philosophical principles that define what is correct and proper behavior for the members of a society
- Examples of lack of ethics
 - “Borrowing” fuel
 - “Shopping” for personal items during an inspection
 - Asking a merchant for special discounts
 - Using the station to conduct private business

MGMT 202-PPT-1-2-17

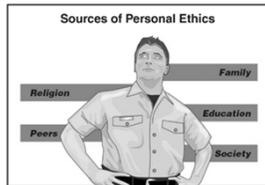
Leadership

- Ethical conduct
 - Society tends to hold fire and emergency services personnel to a higher standard of ethical behavior.

MGMT 202-PPT-1-2-18

Leadership

- Sources of personal ethics
 - Family
 - Religious organizations
 - Educational institutions
 - Society
 - Friends
 - Peers



MGMT 202-PPT-1-2-19

Leadership

- Unethical conduct may arise due to
 - Violation of moral principles
 - A bottom-line mentality
 - A short-cut mentality
 - An exploitive mentality

MGMT 202-PPT-1-2-20

Leadership

- A person may lie to
 - Fulfill basic needs
 - Prolong or avoiding social relationships
 - Promote one's image
 - Increase self-gratification

MGMT 202-PPT-1-2-21

Leadership

- Personal justification for unethical behavior
 - Pretending that the action is legal or ethical
 - Believing that the action is in the best interest of the organization or individual
 - Believing that the action is okay because no one will ever find out about it

MGMT 202-PPT-1-2-22

Leadership

- Personal justification for unethical behavior
 - Expecting that the organization will support the action if it is ever discovered
 - Believing that the action is acceptable because everyone else is doing it
 - Believing that the end justifies the means even if the means are unethical

MGMT 202-PPT-1-2-23

Leadership

- Ethics program
 - An ethics program is a written code specific to an organization
 - An entire organization is responsible for an ethical culture

MGMT 202-PPT-1-2-24

Leadership

- Ethical issues
 - Training will help employees understand
 - The importance of making ethical decisions
 - How to make decisions
 - How to recognize and respond to unethical actions

MGMT 202-PPT-1-2-25

Leadership

- Ethical issues
 - Company officers must
 - Use ethical decision-making
 - Provide a positive example
 - Set a precedent for the organization's culture
 - Be honest

MGMT 202-PPT-1-2-26

Student Performance Objective

- After completing this lesson, the student shall be able to discuss concepts of leadership.

MGMT 202-PPT-1-2-27

Review

- Company Officer II Professional Qualifications
- Company Officer II Roles and Responsibilities
- Leadership

MGMT 202-PPT-1-2-28



Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of listening skills, interpersonal and oral communication.

MGMT 202-PPT-2-1-1

Overview

- Communications
- Interpersonal Communications
- Listening Skills
- Oral Communications

MGMT 202-PPT-2-1-2

Communications

- A Company Officer II must interact personally with superiors, peers, and subordinates to accomplish organizational goals and tasks

MGMT 202-PPT-2-1-3

Communications

- Oral communication skills are necessary for
 - Presentations
 - Trainings
 - Meetings
 - Emergency scene communication

MGMT 202-PPT-2-1-4

Communications

- Written skills are vital to write
 - Reports
 - Press releases
 - Memos
 - Policies
 - Procedures

MGMT 202-PPT-2-1-5

Communications

- The Company Officer II candidate should evaluate and improve their interpersonal, oral, written and emergency scene communications skills by seeking training from
 - Colleges
 - Technical/vocational schools

MGMT 202-PPT-2-1-6

Interpersonal Communications



MGMT 202-PPT-2-1-7

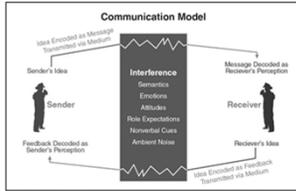
Interpersonal Communications

- Casual language
- Casual nonverbal clues
- Frequent changes of the speaker and listener roles
- Spontaneity
- Tone
- Importance of the message

MGMT 202-PPT-2-1-8

Interpersonal Communications

- Five elements of interpersonal communication
 - Sender
 - Message
 - Receiver
 - Feedback to the sender
 - Interference



MGMT 202-PPT-2-1-9

Interpersonal Communications

- Five general purposes of interpersonal communication
 - Learning
 - Relating
 - Influencing
 - Playing
 - Helping

MGMT 202-PPT-2-1-10

Interpersonal Communications

- Verbal component
 - Always be aware of the audience
 - Be careful with word selection
 - Avoid technical jargon
 - Avoid offensive language

MGMT 202-PPT-2-1-11

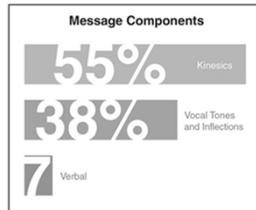
Interpersonal Communications

- Guidelines for effective verbal communication
 - Engage in dual perspective
 - Take responsibility for personal feelings and thoughts
 - Show respect for the feelings and thoughts of the other person
 - Be aware of any special needs of the receiver
 - Avoid speaking or addressing a problem while angry or emotional

MGMT 202-PPT-2-1-12

Interpersonal Communications

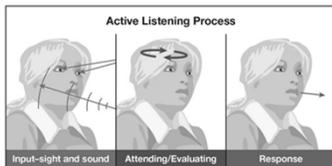
- Nonverbal communication
 - Eye contact
 - Facial expression
 - Gestures
 - Posture
 - Poise
 - Vocal characteristics
 - Vocal interferences
 - Personal appearance
 - Touch
 - Proximity



MGMT 202-PPT-2-1-13

Listening Skills

- Listening components
 - Attending
 - Understanding
 - Remembering
 - Evaluating
 - Responding



MGMT 202-PPT-2-1-14

Oral Communications



MGMT 202-PPT-2-1-15

Oral Communications

- Oral communication is the process of engaging with individuals or groups using a verbal medium
 - Communicate with crew
 - Conduct training
 - Deliver presentations
 - Communicate during emergency situations

MGMT 202-PPT-2-1-16

Oral Communications

- Communicating with the crew
 - Issuing crew assignments
 - Assigning tasks
 - Passing along information
 - Receiving reports
 - Career counseling



MGMT 202-PPT-2-1-17

Oral Communications

- Conducting training sessions
 - Oral communication skills are critical to
 - Imparting knowledge
 - Describing skills
 - Issuing commands
 - Critiquing the training



MGMT 202-PPT-2-1-18

Oral Communications

- Delivering speeches and presentations
 - Company officers may make presentations such as
 - Giving reports to government boards
 - Giving public relations talks to community groups
 - Providing public information to the news media

MGMT 202-PPT-2-1-19

Oral Communications

- Types of speeches
 - Persuasive
 - Informative
 - Instructional

MGMT 202-PPT-2-1-20

Oral Communications

- Persuasive speeches
 - When giving a persuasive speech:
 1. Gain the audience's attention with an introduction
 2. Describe the problem and demonstrate a need for a change
 3. Present the best solution
 4. Describe the best solution
 5. Provide the audience with basic steps needed to accomplish the change

MGMT 202-PPT-2-1-21

Oral Communications

- Informative speeches
 - Company officers use informative speeches to
 1. Provide status reports
 2. Describe events
 3. Give project updates
 4. Provide unit-level training
 5. Educate the public and media

MGMT 202-PPT-2-1-22

Oral Communications

- Report presentations
- Public relations speeches
- Public information speeches



MGMT 202-PPT-2-1-23

Oral Communications

- The speech and presentation preparation process
 1. Select the topic
 2. Determine the purpose
 3. Generate ideas
 4. Develop the central idea
 5. Gather support evidence
 6. Organize the speech
 7. Rehearse the speech
 8. Deliver the speech
 9. Evaluate the speech

MGMT 202-PPT-2-1-24

Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of listening skills, interpersonal and oral communication.

MGMT 202-PPT-2-1-25

Review

- Communications
- Interpersonal Communications
- Listening Skills
- Oral Communications

MGMT 202-PPT-2-1-26



Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance written communication.

MGMT 202-PPT-3-1-1

Overview

- Written Communication

MGMT 202-PPT-3-1-2

Written Communication



MGMT 202-PPT-3-1-3

Written Communication

- Written communication includes
 - Reports
 - Press releases
 - Letters
 - Memorandums
 - Email
 - Meeting agendas
 - Minutes
 - Personnel evaluations
 - Policies
 - Procedures

MGMT 202-PPT-3-1-4

Written Communication

- Document organization
 - Determine the audience, scope and purpose
 - Outline the document



MGMT 202-PPT-3-1-5

Written Communication

- Document writing guidelines
 - Paragraph transitions
 - Text development

MGMT 202-PPT-3-1-6

Written Communication

- Specific document types
 - Company journals/diaries
 - Memos and e-mail messages
 - Letters
 - Reports
 - Policies and procedures
 - Requests for proposals and bid specifications

MGMT 202-PPT-3-1-7

Written Communication

- Company journals/diaries



MGMT 202-PPT-3-1-8

Written Communication

- Company journals/diaries
 - Document activities of the company for each shift
 - Serve as a pass-along log
 - Identify equipment tagged out of service
 - Identify public concerns to forward to senior staff
 - Document internal occurrences requiring further action
 - Keep ongoing records of a company

MGMT 202-PPT-3-1-9

Sample E-mail

From: DeputyChief@clearwater.org 11/11/2014 8:32:13 AM
To: Captain Tim Michaels
CC: Station 3 B-Shift Personnel List
Subject: Visitors from Philips Fire Department

Tim,

Just a reminder that Chief Pike, Captain Forbes, and Driver/Operator Moreland will visit Station #3 on December 2, 2014. The purpose of their visit is to inspect Engine 31. Their department is considering purchasing a similar model from the manufacturer and they would like to look one over in person before going to bid.

I know that you and your personnel will ensure that the station and apparatus are prepared for the visit. We want them to see Clearwater FD at our finest!

Let me know if you have any questions.

Thanks!

Rich

Rich Hoff
Deputy Chief
Clearwater Fire Department

MGMT 202-PPT-3-1-10

Written Communication

- Memos and email messages are brief and describe
 - Who
 - What
 - Where
 - When
 - Why
 - How

MGMT 202-PPT-3-1-11

Written Communication

- Letters
 - Are generally sent to persons, groups, and agencies outside the organization
 - Are longer and more formal
 - May represent an entire organization
 - May have content similar to a memo, email or report
 - Should be professional and flawless

MGMT 202-PPT-3-1-12

Parts of a Letter

The diagram shows a letter from the Birmingham Fire Department. The letter is dated January 11, 2007, and is addressed to Ms. Jill Tompkins at 111 South High Street, Birmingham, AL 35203. The body of the letter discusses the recipient's application to become a member of the Birmingham Fire Department and mentions that the training will begin on February 2nd. The letter is signed by the Chief of Department.

Heading: Birmingham Fire Department logo and name.

Opening: January 11, 2007
Ms. Jill Tompkins
111 South High Street
Birmingham, AL 35203

Body: Dear Ms. Tompkins:
Thank you for your application to become a member of the Birmingham Fire Department and for your interest in becoming a member of our team.
Please report to the Birmingham Fire Department Headquarters, 111 South High Street, Birmingham, AL 35203, for your interview. You will need to bring the following:
Birth Certificate
Valid Driver License
HSP Certification
The training will begin on February 2nd after the Department Training provided with clothing, turnout, and equipment at that time.
Our open employment positions and positions in the Birmingham Fire Department, including the Chief of Birmingham and the District Safety. Please that you are interested.

Closing: Sincerely,
[Signature]
Chief of Department

111 South High Street
Birmingham, AL
35203
www.birminghamfire.com

MGMT 202-PPT-3-1-13

Written Communication

- Reports
 - Form-based reports
 - Narrative reports

MGMT 202-PPT-3-1-14

Written Communication

- Revisions
 - Policies and procedures must be revised periodically

MGMT 202-PPT-3-1-18

Written Communication

- Requests for proposals
 - Define the needs of an organization, and allow manufacturers or authorized distributors to decide if they can meet bid specifications
- Bid specifications
 - Include the organization's specific equipment requirements
 - Include the legal requirements of the Authority Having Jurisdiction (AHJ)

MGMT 202-PPT-3-1-19

Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of written communication.

MGMT 202-PPT-3-1-20

Review

- Written Communication

MGMT 202-PPT-3-1-21



Student Performance Objective

- After completing this lesson, the student shall be able to describe the types and forms of government and how they relate to the fire service

MGMT 202-PPT-4-1-1

Overview

- Types and Forms of Government

MGMT 202-PPT-4-1-2

Types and Forms of Government

- It is critical that the Company Officer Level II understand
 - How local government is organized
 - Applicable regulatory and enabling legislation
 - How laws are enacted at the local, state/provincial, and federal levels
 - The functions of other organizations and how their roles and responsibilities relate to the fire service

MGMT 202-PPT-4-1-3

Types and Forms of Government

- Local governments
 - Municipal
 - County
 - District

MGMT 202-PPT-4-1-4

Types and Forms of Government

- Local governments and the Fire and Emergency Services
 - Governing bodies make decisions that directly relate to an organization's
 - Allocating funds
 - Approving/disapproving purchases and staff requests
 - Implementing related ordinances
 - Reviewing and approving agreements with other agencies and governments

MGMT 202-PPT-4-1-5

Types and Forms of Government

- Local lawmaking processes
 - Company officers must understand how the local government enacts laws.
 - The level of understanding can influence an organization's effectiveness.
 - A council, commission or board with authority enacts legislation.
 - Local government will generally consider any information from emergency services.
- Company officers must be aware of the effect of legislation and take an active role.

MGMT 202-PPT-4-1-6

Types and Forms of Government

- Local government agencies
 - Law enforcement
 - Building safety
 - Water supply agencies
 - Public transportation
 - Social services
 - Municipal/County courts
 - Zoning boards
 - Public works
 - Disaster preparedness



MGMT 202-PPT-4-1-7

Types and Forms of Government

- State and provincial governments
 - Emergency Services sometimes interacts with state and provincial government agencies.
 - State governments
 - Provincial and territorial governments
 - Tribal governments
 - Agencies of state and provincial governments

MGMT 202-PPT-4-1-8

Types and Forms of Government

- State governments

- Legislative
- Executive
- Judicial



- Commonwealths

- States in which government functions with the common consent of the people

MGMT 202-PPT-4-1-9

Types and Forms of Government

- Provincial and territorial governments

- Canada is divided into ten provinces and three territories.
- Territorial government power is more limited than that of the provinces.

MGMT 202-PPT-4-1-10

Types and Forms of Government

- Provincial branches of the government

- Unicameral legislative assembly
- Executive branch directed by premier
- Court system

MGMT 202-PPT-4-1-11

Types and Forms of Government

- Territories
 - Yukon Territory
 - Northwest and Nunavut Territories
- Each territory has a legislative assembly and a court structure similar to the provincial systems.
- All three Canadian territories provide fire protection and EMS services.

MGMT 202-PPT-4-1-12

Types and Forms of Government

- Tribal governments
 - Have structures similar to the federal government
 - May operate their own fire agencies
- Company officers should be aware of their capabilities if they are located nearby



MGMT 202-PPT-4-1-13

Types and Forms of Government

- Agencies of state and provincial governments
 - Fire marshal
 - Fire training programs
 - Fire commission
 - Health department and treatment protocols
 - Forestry department
 - Office of Emergency Preparedness or Homeland Security
 - Occupational Health and Safety
 - Fish and Game

MGMT 202-PPT-4-1-14

Types and Forms of Government

- U.S. federal agencies involved in fire protection
 - The federal government has established public safety departments and agencies and passed legislation to
 - Protect citizens in emergencies
 - Reduce the risk of life-threatening incidents

MGMT 202-PPT-4-1-15

Types and Forms of Government

- U.S. federal agencies involved in fire protection
 - Department of Defense
 - Department of Homeland Security
 - Federal Emergency Management Agency
 - United States Fire Administration
 - National Fire Academy
 - U.S. Coast Guard
 - Department of Agriculture
 - U.S. Forest Service
 - Farm Service Agency

MGMT 202-PPT-4-1-16

Types and Forms of Government

- U.S. federal agencies involved in fire protection
 - Department of Housing and Urban Development
 - Department of the Interior
 - Department of Labor
 - Occupational Safety and Health Administration
 - Department of Health and Human Services
 - Centers for Disease Control and Prevention
 - National Institute for Occupational Safety and Health

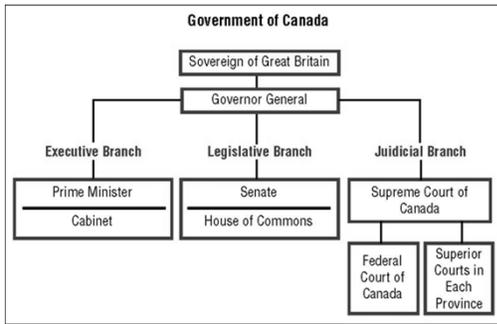
MGMT 202-PPT-4-1-17

Types and Forms of Government

- U.S. federal agencies involved in fire protection
 - Department of Transportation
 - Department of Justice
 - Consumer Products Safety Commission
 - Nuclear Regulatory Commission

MGMT 202-PPT-4-1-18

Types and Forms of Government



MGMT 202-PPT-4-1-19

Types and Forms of Government

- Canadian federal government and agencies involved in fire protection
 - Public Safety and Emergency Preparedness Canada
 - Industry Canada
 - Public Works and Government Services Canada
 - Treasury Board
 - Transport Canada
 - Environment Canada
 - Agriculture and Agri-Food Canada
 - Human Resources and Social Development Canada
 - National Research Council Institute for Research in Construction

MGMT 202-PPT-4-1-20

Student Performance Objective

- After completing this lesson, the student shall be able to describe the types and forms of government and how they relate to the fire service

MGMT 202-PPT-4-1-21

Review

- Types and Forms of Government

MGMT 202-PPT-4-1-22



Student Performance Objective

- After completing this lesson, the student shall be able to understand the importance of interagency and intergovernmental cooperation

MGMT 202-PPT-4-2-1

Overview

- Interagency and Intergovernmental Cooperation

MGMT 202-PPT-4-2-2

Interagency and Intergovernmental Cooperation

- Company officers should be familiar with agreements that their organizations have with other agencies
 - Roles
 - Responsibilities
 - Requirements

MGMT 202-PPT-4-2-3

Interagency and Intergovernmental Cooperation

- Formal agreements
 - Help ensure coordinated response
 - Are the result of intergovernmental/agency planning sessions and training simulations

MGMT 202-PPT-4-2-4

Interagency and Intergovernmental Cooperation

- Formal intergovernmental agreements should include
 - Jurisdictional authority
 - Agency authority and responsibility
 - Funding and reimbursement procedures
 - Response procedures
 - Communication systems, protocol, and procedures
 - Preincident planning and training
 - Post-incident evaluations
 - Notification procedures

MGMT 202-PPT-4-2-5

Interagency and Intergovernmental Cooperation

- Area contingency plans (ACPs) should consider
 - Jurisdictional responsibilities
 - Roles of all government levels in the Unified Command
 - The relationship between the federal on-site coordinators and other officials who also have decision-making authority but are not part of the Unified Command
 - Financial agreements

MGMT 202-PPT-4-2-6

Interagency and Intergovernmental Cooperation

- Area contingency plans (ACP) should consider
 - Information dissemination policies and procedures
 - Communications
 - Training and conducting exercises
 - Logistics
 - Lessons learned

MGMT 202-PPT-4-2-7

Student Performance Objective

- After completing this lesson, the student shall be able to understand the importance of interagency and intergovernmental cooperation

MGMT 202-PPT-4-2-8

Review

- Interagency and Intergovernmental Cooperation

MGMT 202-PPT-4-2-9



Student Performance Objective

- After completing this lesson, the student shall be able to understand and identify local aid agreements

MGMT 202-PPT-5-1-1

Overview

- Local Aid Agreements

MGMT 202-PPT-5-1-2

Local Aid Agreements

- Organizations may enter into agreements with other agencies to provide additional resources
- The Level II company officer may
 - Call upon agreements for assistance during an emergency
 - Participate in an agreement development process

MGMT 202-PPT-5-1-3

Local Aid Agreements

- Internal aid agreement resources
 - Street Department
 - Public Works
 - Law enforcement
 - Fire and emergency services department
 - Emergency medical services

MGMT 202-PPT-5-1-4

Student Performance Objective

- After completing this lesson, the student shall be able to understand and identify local aid agreements

MGMT 202-PPT-5-1-5

Review

- Local Aid Agreements

MGMT 202-PPT-5-1-6



Student Performance Objective

- After completing this lesson, the student shall be able to understand and describe the National Response Plan

MGMT 202-PPT-5-2-1

Overview

- The National Response Plan

MGMT 202-PPT-5-2-2

The National Response Plan

- Created to integrate federal government into one all-discipline, all-hazard approach to domestic incident management
 - Prevention
 - Preparedness
 - Response
 - Recovery
 - Mitigation

MGMT 202-PPT-5-2-3

The National Response Plan

- Developed through inclusive, interagency, interjurisdictional processes to incorporate expertise and recommendations of all stakeholders
 - Federal
 - State
 - Local
 - Tribal
 - Private-sector

MGMT 202-PPT-5-2-4

The National Response Plan

- The National Response Plan approach accomplishes the following
 - Establishes a common, agreed-upon set of goals
 - Reduces jurisdictional conflicts
 - Creates a forum to critique the team's performance in incident management
 - Creates a controlled environment for the discussion of operational issues

MGMT 202-PPT-5-2-5

The National Response Plan

- The National Response Plan approach accomplishes the following
 - Encourages sharing of resources
 - Builds personal and professional relationships between participants
 - Increases understanding and respect between agencies

MGMT 202-PPT-5-2-6

The National Response Plan

- Company officers must
 - Keep the organization's interests in mind, while considering the community's best interests
 - Know the resources and the commitment the organization can offer
 - Know the resources that other agencies and jurisdictions are required to provide

MGMT 202-PPT-5-2-7

Student Performance Objective

- After completing this lesson, the student shall be able to understand and describe the National Response Plan

MGMT 202-PPT-5-2-8

Review

- The National Response Plan

MGMT 202-PPT-5-2-9



Student Performance Objective

- After completing this lesson, the student shall be able to understand and explain the role of the Company Officer II in evaluating personnel

MGMT 202-PPT-5-3-1

Overview

- Evaluating Personnel

MGMT 202-PPT-5-3-2

Evaluating Personnel

- Personnel evaluation programs are necessary to maintain complete and documented personnel files.
- Personnel evaluations are typically conducted by company officers.

MGMT 202-PPT-5-3-3

Evaluating Personnel

- Formative evaluation
 - An ongoing process throughout an employee’s career
- Summative evaluation
 - An officer’s final assessment of performance conducted
 - At the end of a probationary period
 - Annually
 - For performance improvement and disciplinary purposes

MGMT 202-PPT-5-3-4

Evaluating Personnel

- Advantages of a personnel evaluation program
 - Creates a permanent record of employee achievements
 - Makes the need for additional training apparent
 - Allows the supervisor to become familiar with personnel
 - Motivates personnel to improve
 - Increases upper management’s awareness of abilities of personnel
 - Illuminates specific talents
 - Improves efficiency and effectiveness of employees and their organization

MGMT 202-PPT-5-3-5

Evaluating Personnel

- Personnel evaluations should be timely and should
 - Recognize excellent performance
 - Correct performance issues



MGMT 202-PPT-5-3-6

Evaluating Personnel

- Discipline may be justified if an employee is unable or unwilling to meet minimum employment standards.
- Failure to address performance issues can
 - Cause others to view supervisors and the organization as inconsistent
 - Create resentment within the workforce
 - Create the impression that the organization is unwilling to deal with a situation
 - Send the message to others that nothing happens when they break the rules

MGMT 202-PPT-5-3-7

Student Performance Objective

- After completing this lesson, the student shall be able to understand and explain the role of the Company Officer II in evaluating personnel

MGMT 202-PPT-5-3-8

Review

- Evaluating Personnel

MGMT 202-PPT-5-3-9



Student Performance Objective

- After completing this lesson, the student shall be able to explain the role of Company Officer II in behavior management and professional development.

MGMT 202-PPT-6-1-1

Overview

- Groups Defined
- Group Dynamics
- Behavior Management
- Professional Development

MGMT 202-PPT-6-1-2

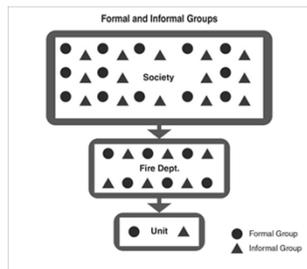
Groups Defined

- A group is a collection of people who
 - Share certain traits
 - Interact with one another
 - Accept rights and obligations as members of the group
 - Share a common identity

MGMT 202-PPT-6-1-3

Groups Defined

- Formal groups
 - Are usually defined in a written document
- Informal groups
 - Are usually defined in a less formal manner



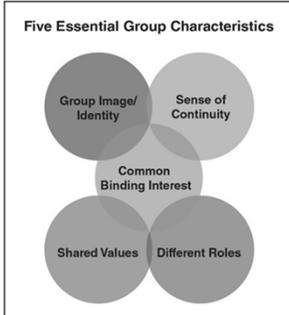
MGMT 202-PPT-6-1-4

Groups Defined

- Informal subgroups
 - Are often formed around common interests
 - May have a greater influence on the productivity and success of a formal group than any other factor
 - May have a positive effect if members encourage each other
 - May have a negative effect if individuals regard informal group goals as more important or contrary to unit goals

MGMT 202-PPT-6-1-5

Group Dynamics



MGMT 202-PPT-6-1-6

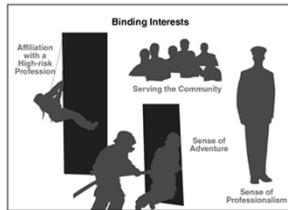
Group Dynamics

- Common binding interests
 - Group members are drawn together by what is important to them
 - Individual participation in groups may change as interests change

MGMT 202-PPT-6-1-7

Group Dynamics

- Common binding interests
 - Desire to serve the community
 - Sense of professionalism
 - Sense of adventure
 - Affiliation with a high-risk profession



MGMT 202-PPT-6-1-8

Group Dynamics

- Group image or identity
 - Group members must share the group image or identity by recognizing the group's purpose and taking pride in it.
 - Group image is one of the greatest influences on the success of a group.

MGMT 202-PPT-6-1-9

Group Dynamics

- Sense of continuity
 - A sense of continuity is very important to group integrity.
 - If members have doubts about continued existence, commitment may diminish.
 - If the sense of continuity is disturbed, the group may be fragmented.

MGMT 202-PPT-6-1-10

Group Dynamics

- Shared values
 - Common values are sometimes a composite of individual perception of
 - Reality
 - Responsibility
 - Integrity

MGMT 202-PPT-6-1-11

Group Dynamics

- Roles within the group
 - In formal groups, leaders are usually assigned or elected.
 - In informal groups, leaders emerge.
 - In an emergency response unit, the company officer should be the leader of the formal group but is often not the leader of the informal groups.



MGMT 202-PPT-6-1-12

Group Dynamics

- Role expectations
 - The influences that determine the company officer's perception of his or her role are
 - The role expectations of the organization
 - Group members
 - The officer's own concept of what it means to be an officer

MGMT 202-PPT-6-1-13

Group Dynamics

- Members' roles
 - Agree to follow the organization's rules and guidelines
 - Have an understanding of informal rules
 - Show mutual respect
 - Be dependable
 - Operate ethically
 - Be goal oriented
 - Be ready to acknowledge the company officer's authority

MGMT 202-PPT-6-1-14

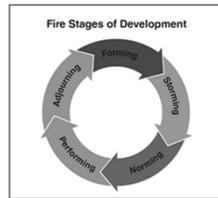
Group Dynamics

- The group as individuals
 - A group's interaction determines the group members' productivity.
 - When cooperative, group productivity is greater than the sum of individual efforts.

MGMT 202-PPT-6-1-15

Group Dynamics

- Applying leadership styles
 - Forming
 - Storming
 - Norming
 - Performing
 - Adjourning



MGMT 202-PPT-6-1-16

Behavior Management



MGMT 202-PPT-6-1-17

Behavior Management

- Ways to assist subordinates
 - Counseling
 - Coaching
 - Providing peer assistance
 - Mentoring

MGMT 202-PPT-6-1-18

Behavior Management

- Reviewing policies
 - The organization's policies
 - The organization's rules
 - The organization's regulations
 - The officer's personal expectations of subordinates



MGMT 202-PPT-6-1-19

Behavior Management

- Reviewing policies
 - Safety
 - Attendance, absenteeism, and tardiness
 - Expectations and regulations for responding to emergencies
 - Storage and care of PPE
 - Station/facility, apparatus, and equipment care, cleaning, and maintenance

MGMT 202-PPT-6-1-20

Behavior Management

- Reviewing policies
 - Company-level training participation
 - Physical fitness program participation
 - Dress/grooming regulations
 - Procedures for accommodating visitors or citizen inquiries
 - Response procedures for volunteers in personally owned vehicles

MGMT 202-PPT-6-1-21

Behavior Management

- Counseling
 - Providing advice
 - Recommending career path choices
 - Providing professional development opportunities

MGMT 202-PPT-6-1-22

Behavior Management

- Coaching—one formal coaching model contains the following four steps:
 - Describe the current performance level
 - Describe the desired performance level
 - Gain a commitment for change
 - Follow up the commitment

MGMT 202-PPT-6-1-23

Behavior Management

- Peer assistance
 - May be employed by company officers to clarify expectations
 - Can be provided by more experienced or mature unit personnel
 - Those with specialized knowledge and skills that can provide training in areas of need
 - Can be used as a basis for the buddy system

MGMT 202-PPT-6-1-24

Behavior Management

- Mentors
 - Provide role models for personnel
 - Provide guidance in career planning
 - Assist in gaining specialized training
 - Identify outside resources
 - Suggest opportunities for challenging work assignments
 - Monitor personnel achievements

MGMT 202-PPT-6-1-25

Behavior Management

- Personnel-evaluation programs
 - Personnel might be evaluated:
 - During their probationary period
 - Annually as part of a performance review
 - For promotional purposes
 - For disciplinary and non-disciplinary purposes

MGMT 202-PPT-6-1-26

Behavior Management

- Advantages of personnel evaluation programs
 - A permanent record is made of each employee’s strengths and weaknesses.
 - Additional training needs are identified.
 - The company officer becomes more familiar with the personnel.
 - The evaluation program is motivation for improvement.

MGMT 202-PPT-6-1-27

Behavior Management

- Advantages of personnel evaluation programs
 - Upper management becomes more aware of the lower-level managers’ and supervisors’ abilities.
 - Personnel evaluations help identify specific talents of individuals.
 - The program improves the efficiency of the employees and the organization as a whole.

MGMT 202-PPT-6-1-28

Behavior Management

- Characteristics of personnel evaluations
 - Personnel evaluations must be
 - Timely
 - Stated clearly
 - Non-discriminatory
 - Consistent
 - Documented
 - Conducted by trained supervisors
 - Objective

MGMT 202-PPT-6-1-29

Behavior Management

- The evaluation process
 - The organization's expectations should be established during the initial meeting.
 - Evaluations
 - Allow an opportunity to reinforce positive performance or to generate changes in behavior
 - Allow the company officer and employee to review work quality and established performance goals and objectives

MGMT 202-PPT-6-1-30

Behavior Management

- Actions to ensure successful evaluations:
 - Ensure employees are aware of their roles, authority, and responsibilities.
 - Allow employees to contribute to setting or altering performance goals and objectives.
 - Conduct the evaluation at a predetermined time, in private, and without interruptions.
 - Sign the final evaluation.

MGMT 202-PPT-6-1-31

Behavior Management

- Legal considerations for personnel evaluations
 - Personnel evaluations must adhere to guidelines that the AHJ, state/province, and federal government provide.

MGMT 202-PPT-6-1-32

Behavior Management

- Grievance procedures
 - Grievances are filed when employees perceive that they have been unfairly treated.
 - Procedures are usually included in the labor/management agreement and/or the organization’s policy and procedures manual.

MGMT 202-PPT-6-1-33

Behavior Management

- Grievance procedure elements
 - Filing period
 - Testimony
 - Witnesses
 - Representation
 - Review steps

MGMT 202-PPT-6-1-34

Behavior Management

- Discipline in the fire and emergency services is designed to
 - Educate and train
 - Correct inappropriate behavior
 - Provide positive motivation
 - Ensure compliance with established policies, rules, regulations, standards and procedures
 - Provide direction

MGMT 202-PPT-6-1-35

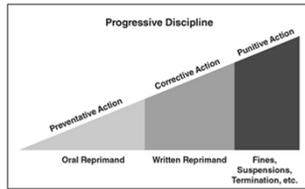
Behavior Management

- Types of discipline
 - Positive
 - Negative

MGMT 202-PPT-6-1-36

Behavior Management

- Progressive discipline
 - Preventive action
 - Corrective action
 - Punitive action



MGMT 202-PPT-6-1-37

Professional Development

- Professional development is key to growth not only for the employee but also for helping the organization develop future leaders in the organization's succession plan.

MGMT 202-PPT-6-1-38

Professional Development

- Professional development plans
 - Skills training
 - Professional development programs
 - Career planning and guidance
 - Job shadowing

MGMT 202-PPT-6-1-39

Professional Development

- The planning process
 - Current situation
 - What interests me the most?
 - What are my personal strengths and weaknesses?
 - What is most important to me about my work?
 - What knowledge, skills, or abilities do I have that I would like to improve, expand on, or acquire?
 - What are my immediate goals?
 - What are my long-range goals?
 - What am I willing to sacrifice to meet my goals?
 - Intermediate objectives and final goal

MGMT 202-PPT-6-1-40

Professional Development

- Current skills and abilities
 - Evaluate the subordinate's current knowledge, skills and abilities.
 - Compare the results of this evaluation to the current and projected needs of the organization.
 - Determine if any knowledge, skills, or abilities should be improved.

MGMT 202-PPT-6-1-41

Professional Development

- Current skills and abilities
 - Determine the new knowledge, skills, and abilities the subordinate will need in order to achieve career goals.
 - Advise the subordinate of improvements needed to achieve career goals.
 - Suggest sources for training and educational needs.
 - Develop a schedule for the completion of the stated goals.

MGMT 202-PPT-6-1-42

Professional Development

- Preparing subordinates for promotion
 - Know the job and promotional requirements.
 - Emphasize the importance of studying the promotional materials.
 - Encourage subordinates to take advantage of study groups and/or practice assessments.
 - Follow an established professional development plan.

MGMT 202-PPT-6-1-43

Student Performance Objective

- After completing this lesson, the student shall be able to explain the role of Company Officer II in behavior management and professional development.

MGMT 202-PPT-6-1-44

Review

- Groups Defined
- Group Dynamics
- Behavior Management
- Professional Development

MGMT 202-PPT-6-1-45



Student Performance Objective

- After completing this lesson, the student shall be able to understand and describe the process of managing change issues

MGMT 202-PPT-7-1-1

Overview

- Managing Change Issues

MGMT 202-PPT-7-1-2

Managing Change Issues

- To manage change, a company officer must
 - Know the forces that create and cause change
 - Know the change process itself
 - Maintain a positive attitude toward change
 - Know the types of change and how to overcome resistance, and how to implement change

MGMT 202-PPT-7-1-3

Managing Change Issues

- Change can originate from two forces
 - Internal
 - From within an organization
 - External
 - From outside an organization
 - Political
 - Economic
 - Community
 - Technology
 - Demographics

MGMT 202-PPT-7-1-4

Managing Change Issues

- Some changes are perceived as threats
- The four “change process” stages are
 - Denial
 - Resistance
 - Exploration
 - Commitment

MGMT 202-PPT-7-1-5

Managing Change Issues

- Organizations may undergo changes in
 - Strategies
 - Structure
 - Technology
 - People

MGMT 202-PPT-7-1-6

Managing Change Issues



MGMT 202-PPT-7-1-7

Managing Change Issues

- Overcoming resistance to change
 - Create a climate for change.
 - Plan for change.
 - Communicate the advantages and effects of change.
 - Meet the needs of both the organization and employees.
 - Involve employees in the change process.
 - Provide support for employees during the change.
 - Seek the input and support of “opinion leaders” in the organization.

MGMT 202-PPT-7-1-8

Managing Change Issues

- A change agent is a person who leads a change project or initiative.
- Change agents must
 - Commit to a vision that will result in change
 - Exert all effort required throughout the timeframe
 - Employ diplomacy, tactfulness, and political awareness
 - Rely on an ethical foundation that will ensure that the change is morally sound
 - Be subject matter experts in the areas that the change will occur in

MGMT 202-PPT-7-1-9

Managing Change Issues

- Process implementation must include
 - Methods for analyzing current policies
 - Methods for suggesting change from the bottom up or top down
 - Methods for implementing change
 - A follow-up plan to ensure needs are met

MGMT 202-PPT-7-1-10

Managing Change Issues

- Facilitating change
 - Recognize the need for change
 - Identify resistance and address it
 - Plan the change interventions
 - Implement the change
 - Control the change

MGMT 202-PPT-7-1-11

Managing Change Issues

- A follow-up program plan
 - Is a formal process that continues to monitor the effects of change, applied to:
 - Behavioral changes made by individuals
 - Structural changes to the organization
 - Becomes a part of the annual performance evaluations and periodic reviews

MGMT 202-PPT-7-1-12

Managing Change Issues

- Reasons that change fails
 - The change process is too complex.
 - The change process lacks universal support.
 - There is a lack of clear vision and a failure to understand the importance of having a clear vision.
 - There is failure to communicate the vision to the organization.

MGMT 202-PPT-7-1-13

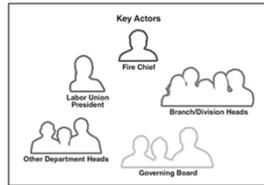
Managing Change Issues

- Reasons that change fails (*continued*)
 - Barriers are allowed to be placed in the way of the vision and change process.
 - There is no planning for and recognizing the short-term results.
 - Completion of the change process is declared prematurely.
 - There is failure to make the change a permanent part of the organization's culture.

MGMT 202-PPT-7-1-14

Managing Change Issues

- Strategies to minimize failure
 - Divide the process into attainable goals, and include diverse participants.
 - Gain support from key actors and influential members of the community.



MGMT 202-PPT-7-1-15

Managing Change Issues

- Strategies to minimize failure
 - Define desired results and state them clearly.
 - Communicate the vision to all members of the organization and all customers and stakeholders.
 - Try to determine arguments for change in advance.
 - Include limited objectives or milestones in the planning process.
 - Ensure that all objectives are met.
 - Implement the change and monitor the results.

MGMT 202-PPT-7-1-16

Student Performance Objective

- After completing this lesson, the student shall be able to understand and describe the process of managing change issues

MGMT 202-PPT-7-1-17

Review

- Managing change issues

MGMT 202-PPT-7-1-18



Student Performance Objective

- After completing this lesson, the student shall be able to understand policy and procedure development, as well as budget preparation and the purchasing process.

MGMT 202-PPT-8-1-1

Overview

- Policy and Procedure Development
- Budget Preparation and Development
- The Purchasing Process

MGMT 202-PPT-8-1-2

Policy and Procedure Development

- The organization should have a process to
 - Evaluate the need for new policies and procedures
 - Revise existing policies and procedures
 - Effectively implement new or revised policies and procedures



MGMT 202-PPT-8-1-3

Policy and Procedure Development

- Determining the need for a new or revised policy or procedure includes
 - Identifying the issue or requirement for a policy or procedure
 - Collecting data to evaluate the need
 - Researching regulations and reports from OSHA, NIOSH, or other agencies

MGMT 202-PPT-8-1-4

Policy and Procedure Development

- Developing or revising a policy or procedure includes
 - Evaluating the information
 - Selecting the best response to the need
 - Selecting alternative responses
 - Establishing a revision process or schedule
 - Recommending the policy or procedure that best meets the need
 - Recommending an evaluation process to determine the effectiveness of the new or revised policy or procedure

MGMT 202-PPT-8-1-5

Budget Preparation and Development

- Agency budget systems
 - Company officers must
 - Become familiar with the agency’s budgetary systems
 - Include justifications for line items in budget requests
 - Offer strong evidence to justify requests
 - Information on the organization’s financial history
 - Costs of actual equipment, material, or service
 - Contractual requirements
 - Injury reports and fire losses
 - New programs or services

MGMT 202-PPT-8-1-6

Budget Preparation and Development

- Formulating budget needs based on line items
 - Personnel costs
 - New equipment
 - Apparatus maintenance
 - Repairs to existing facilities
 - Supplies and equipment for new or ongoing projects

MGMT 202-PPT-8-1-7

Budget Preparation and Development

Budget Form Line Items	
FY2013 - 2014 Projection	
Budget Requests (Apparatus Maintenance Division)	
Line Items	Projected Costs
Personnel Costs	1,029,213
New Apparatus/Equipment	5,374,866
Apparatus Maintenance	1,948,233
Repairs (Existing Facilities)	229,290
Supplies/Equipment (Ongoing Projects)	105,000
Supplies/Equipment (New Projects)	701,395
Total	9,387,997

MGMT 202-PPT-8-1-8

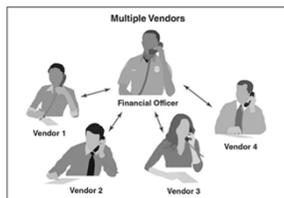
Budget Preparation and Development

- Funding needs determination
 - Officers must provide accurate estimates of division and project cycle costs
 - When making large, one-time purchases, budget requests may require
 - Greater justification
 - Outside funding sources

MGMT 202-PPT-8-1-9

The Purchasing Process

- Determining purchasing needs
- Contacting vendors



MGMT 202-PPT-8-1-10

The Purchasing Process

- Determining purchasing needs
 - Determining purchasing needs should have been completed during the budget process.
 - The needs determined during the budgeting process may be stated in general terms.
- When purchasing budget items
 - Review the standards and regulations.
 - Review current purchases.
 - Determine the amount of funds available.

MGMT 202-PPT-8-1-11

The Purchasing Process

- Contacting vendors
 - Officers should contact available vendors to purchase the resources needed.
 - Officers may be limited in the number of vendors from whom they can purchase.
 - Officers should understand the policies on
 - Soliciting and awarding bids
 - Establishing specifications
 - Ensuring competitive bidding per laws and regulations

MGMT 202-PPT-8-1-12

Student Performance Objective

- After completing this lesson, the student shall be able to understand policy and procedure development, as well as budget preparation and the purchasing process.

MGMT 202-PPT-8-1-13

Review

- Policy and Procedure Development
- Budget Preparation and Development
- The Purchasing Process

MGMT 202-PPT-8-1-14



Student Performance Objective

- After completing this lesson, the student shall be able to describe the role of the Company Officer II in fire origin and cause determination.

MGMT 202-PPT-9-1-1

Overview

- Fire Investigations
- Area of Origin Determination
- Cause Determination
- Post-Scene Investigation

MGMT 202-PPT-9-1-2

Fire Investigations



MGMT 202-PPT-9-1-3

Fire Investigations

- A Fire Officer must request a fire investigator if there is
 - Loss of life
 - High-content loss
 - Indication that the incident was intentional or malicious

MGMT 202-PPT-9-1-4

Fire Investigations

- Investigations determine if arson occurred so that law enforcement action can be taken.
- Officers must know
 - Methods that adults and juvenile firesetters use
 - Common fire causes
 - Isolation of basic origin and cause determination
 - The pattern of fire growth and development
 - Fire investigation documentation procedures

MGMT 202-PPT-9-1-5

Fire Investigations

- The area of origin is
 - That area where the ignition source and material first ignited actually came together
- Finding the origin involves
 - Knowledge of fire behavior
 - Information gathered from firefighters and other witnesses
 - Analysis of physical evidence found at the scene

MGMT 202-PPT-9-1-6

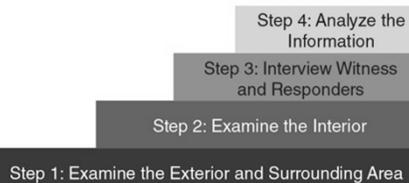
Area of Origin Determination

- The area of origin is often readily apparent.
- Determining the area of origin is critical to the success of the investigative process.
 - Identifying witnesses
 - Securing the scene
 - Noting initial scene observations
- Determine where the fire originated and how it spread
 - By observing fire effects
 - By recognizing and interpreting fire patterns

MGMT 202-PPT-9-1-7

Area of Origin Determination

Determining the Area of Origin



MGMT 202-PPT-9-1-8

Area of Origin Determination

- Basic steps in determining the area of origin
 - Step 1: examine the exterior of the structure or vehicle and the surrounding areas
 - Step 2: examine the interior of the structure or vehicle
 - Step 3: interview witnesses and other first responders
 - Step 4: analyze information gathered using the scientific method

MGMT 202-PPT-9-1-9

Area of Origin Determination

- Structural fire scene examination and documentation
 - Exterior fire patterns
 - Interior fire patterns
 - Fire-pattern analysis

MGMT 202-PPT-9-1-10

Area of Origin Determination

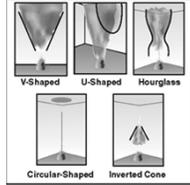
- Exterior fire patterns are observed through
 - Building damage and structural stability
 - Fire and ventilation patterns
 - Methods of ingress and egress
 - Utility services
 - Tire tracks or footprints
 - Discarded containers that responsible parties may have left behind



MGMT 202-PPT-9-1-11

Area of Origin Determination

- Interior fire patterns
 - Visible or measurable physical effects that remain after a fire
 - Burned or charred materials
 - Smoke or soot deposits on the surfaces of containers or walls, ceilings, and floors
 - Distorted, discolored, or melted materials



MGMT 202-PPT-9-1-12

Area of Origin Determination

- Fire patterns
 - Are formed on interior surfaces as a result of direct flame contact or exposure to heat
 - Conduction
 - Convection
 - Radiation

MGMT 202-PPT-9-1-13

Area of Origin Determination

- Fire patterns
 - Evolve during fire's progression
 - Can be impacted by the type of material or surface covering
 - Can be affected by the physical characteristics of a surface

MGMT 202-PPT-9-1-14

Area of Origin Determination

- Typical fire pattern types
 - Plume-generated
 - Hot-gas layer
 - Ventilation-generated
 - Suppression-generated
 - Full-room involvement
 - Clean burns
 - Pointers or arrows
 - Irregular patterns on floors
 - Saddle burns
 - Protected areas

MGMT 202-PPT-9-1-15

Area of Origin Determination

- Fire-pattern analysis
 - Proper documentation is critical to any criminal or civil legal case and should include
 - Evidence chain of custody
 - Complete interview reports
 - Photographs
 - Certified copies of documents

MGMT 202-PPT-9-1-16

Area of Origin Determination

- Fire-pattern analysis
 - Information relating to each item should be recorded
 - Location
 - Name of the party discovering the item
 - Where the item was discovered
 - Time and date of acquisition

MGMT 202-PPT-9-1-17

Area of Origin Determination

- Vehicle fire scene examination and documentation
 - Interview witnesses and firefighters
 - Examine both exterior and interior of vehicle
 - Survey damage to the vehicle



MGMT 202-PPT-9-1-18

Area of Origin Determination

- Company officers should complete systematic examination of the vehicle using
 - Photographs
 - Written documentation
 - Fire pattern analysis
 - Comparative analysis of damage to each area of the vehicle

MGMT 202-PPT-9-1-19

Area of Origin Determination

- The vehicle fire scene can be divided into three areas of reexamination
 - The scene around the vehicle
 - The exterior of the vehicle
 - The interior of the vehicle
 - Engine compartment
 - Cargo compartment
 - Passenger compartment

MGMT 202-PPT-9-1-20

Area of Origin Determination

- Company officers should follow specific methodology when conducting a vehicle fire investigation
 - Obtain information about the vehicle's history
 - Conduct a scene examination
 - Document the scene
 - Conduct fire pattern analysis
 - Examine the exterior of the vehicle
 - Examine the engine, cargo, and passenger compartments
 - Examine the high-voltage battery compartment

MGMT 202-PPT-9-1-21

Area of Origin Determination

- Vehicle investigation scene safety should include looking for
 - Trip hazards
 - Spilled liquids
 - Vehicle stability issues
 - Broken glass
 - Unburned fuel in tanks or containers
 - Sharp edges on damaged metal or plastics
 - Airborne particulates
 - Undeployed airbags
 - High-voltage batteries
 - Alternative fuels

MGMT 202-PPT-9-1-22

Area of Origin Determination

- Newer vehicles may have additional fuel loads and competent ignition sources
 - Satellite radio
 - DVD players
 - Navigation systems
 - Telephones
 - Other charging ports

MGMT 202-PPT-9-1-23

Area of Origin Determination

- Vehicle fire scene examination
 - The vehicle should be examined where the fire occurred (in ideal situations).
 - The vehicle may have been moved prior to examination.
 - The vehicle and surrounding areas need to be documented.

MGMT 202-PPT-9-1-24

Area of Origin Determination

- Documenting the scene of a vehicle fire
 - Nearby vegetation
 - Other vehicles
 - Fire damage to other items
 - Nearby structures
 - Footprints
 - Tire tracks
 - Relationship of the burned vehicle to other objects

MGMT 202-PPT-9-1-25

Area of Origin Determination

- Fire pattern analysis provides information about the vehicle fire's
 - Intensity
 - Movement
 - Origin

MGMT 202-PPT-9-1-26

Area of Origin Determination

- Vehicle exterior examination includes
 - Tire type, condition, size and tread depth
 - Door position
 - Window position
 - Body or fire damage to each body panel
 - Fire debris from vehicle on the ground

MGMT 202-PPT-9-1-27

Area of Origin Determination

- Engine compartment examination includes
 - Photos
 - Analysis of glass in windshield



MGMT 202-PPT-9-1-28

Area of Origin Determination

- In the cargo compartment, document
 - Damage to interior of compartment
 - Condition of personal effects
 - Damage to spare tire
 - Damage to wiring
 - Fire pattern analysis



MGMT 202-PPT-9-1-29

Area of Origin Determination

- Passenger compartment examination includes
 - Underside of roof
 - Floor
 - Personal effects in the vehicle
 - Each door
 - Front to rear and rear to front



MGMT 202-PPT-9-1-30

Area of Origin Determination



MGMT 202-PPT-9-1-31

Area of Origin Determination

- Wildland fire investigation
 - Wildland fires may involve ground cover ranging from grasslands to forests.
 - Wildland fires burn outward in all directions.
 - Area of origin may display evidence.
 - Radiant heat from burning materials affects adjacent fuels.

MGMT 202-PPT-9-1-32

Area of Origin Determination

- Witness interviews
 - Those who discovered, reported, or observed the fire or conditions prior to the fire
 - Emergency responders
 - Anyone else identified as having relevant information, such as the owner or neighbors
- Witness interview questions to ask
 - Who, what, when, where, why and how

MGMT 202-PPT-9-1-33

Cause Determination

- Company officers may be required to determine the specific cause after
 - Evaluating scene safety
 - Locating area/point of origin
 - Protecting evidence

MGMT 202-PPT-9-1-34

Cause Determination

- Ignition sources
 - Sufficient temperature
 - Sufficient heat energy transfer
 - Sufficient time to transfer the required heat to the first material



MGMT 202-PPT-9-1-35

Cause Determination

- Potential forms of heat ignition include
 - Heat, sparks, ember, or flames from outside, open fires
 - Heat from fuel-fired or fuel-powered equipment
 - Heat from electrical equipment
 - Heat from hot objects
 - Heat from explosive or fireworks
 - Heat from other open flame, sparks, or smoking materials
 - Heat from natural sources
 - Heat spreading from separate fire sources

MGMT 202-PPT-9-1-36

Cause Determination

- Materials first ignited must be
 - Capable of being ignited by the heat energy of the identified ignition source
 - Close enough to the ignition source to receive energy transfer from the ignition source
 - Capable of absorbing and retaining sufficient heat energy transferred from the ignition source to begin the combustion process

MGMT 202-PPT-9-1-37

Post-Scene Investigation

- Cause classifications
 - Accidental
 - Natural
 - Incendiary
 - Undetermined



MGMT 202-PPT-9-1-38

Post-Scene Investigation

- Motives
 - Revenge
 - Vandalism
 - Profit (fraud)
 - Crime concealment
 - Excitement (vanity)
 - Pyromania
 - Extremism (terrorism)

MGMT 202-PPT-9-1-39

Post-Scene Investigation

- Juvenile firesetters



MGMT 202-PPT-9-1-40

Post-Scene Investigation

- Juvenile firesetters
 - Many children under age 7 experiment with fire out of curiosity.
 - Children between ages 8 and 13 typically cause fires because of psychosocial conflicts.
 - Revenge
 - Anger
 - Need for attention
 - Children who set fires between ages 15 and 18 are considered to be in crisis.

MGMT 202-PPT-9-1-41

Student Performance Objective

- After completing this lesson, the student shall be able to describe the role of the Company Officer II in fire origin and cause determination

MGMT 202-PPT-9-1-42

Review

- Fire Investigations
- Area of Origin Determination
- Cause Determination
- Post-Scene Investigation

MGMT 202-PPT-9-1-43



Student Performance Objective

- After completing this lesson, the student shall be able to explain safety investigations and analyses

MGMT 202-PPT-10-1-1

Overview

- Risk Management
- Health and Safety Investigations
- Analyzing Safety and Health Reports

MGMT 202-PPT-10-1-2

Risk Management



MGMT 202-PPT-10-1-3

Risk Management

- Individuals face hazards while performing firefighter or emergency responder duties
 - En route to a scene
 - While operating at a scene
 - When returning home from a scene
 - In the organization's facilities
 - In apparatus
 - While at non-emergency operations

MGMT 202-PPT-10-1-4

Risk Management

- Fire and emergency services organizations should adopt an official written risk management plan that covers
 - Administration
 - Facilities
 - Training
 - Vehicle operations
 - Protective clothing and equipment
 - Operations at emergency incidents as well as non-emergency incidents
 - Other related activities

MGMT 202-PPT-10-1-5

Risk Management

- A risk management plan should include risk
 - Identification
 - Prioritization
 - Evaluation
 - Control techniques
 - Monitoring

MGMT 202-PPT-10-1-6

Risk Management

- Personnel-risk analysis
 - Risk identification
 - Risk evaluation
 - Risk prioritization
 - Risk-control techniques

MGMT 202-PPT-10-1-7

Risk Management

- Risk Identification
 - Company officers should compile a list of emergency and non-emergency operations and duties for
 - Major disasters
 - Multiple events
 - Pandemics
 - Acts of terrorism



MGMT 202-PPT-10-1-8

Risk Management

- Risk Evaluation
 - Once risks are identified, they should be evaluated in terms of frequency and severity
 - Frequency—likelihood of occurrence
 - Severity—degree of seriousness



MGMT 202-PPT-10-1-9

Risk Management

- Risk prioritization
 - Results of frequency and severity assessments help establish priorities.
 - Any risk that has both a high probability of occurrence and serious consequences needs immediate action.

MGMT 202-PPT-10-1-10

Risk Management

- Risk control techniques
 - Risk avoidance
 - Risk transfer
 - Control measures

MGMT 202-PPT-10-1-11

Risk Management

- Implementation of a risk management plan requires
 - Communication
 - Training
 - Application

MGMT 202-PPT-10-1-12

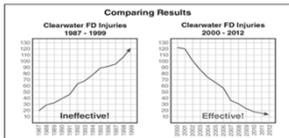
Risk Management

- Monitoring a risk management plan ensures that the system is dynamic and facilitates periodic reviews of the program.
 - Evaluates effectiveness of program
 - Identifies possible revision opportunities

MGMT 202-PPT-10-1-13

Risk Management

- Evaluation of a risk management plan
 - Injury and fatality reports including Workers' Compensation Insurance reports
 - Safety training records
 - Medical evaluation reports



MGMT 202-PPT-10-1-14

Risk Management

- Revision of a risk management plan should be considered when there is
 - An increase in injuries, fatalities, or loss due to the target risks
 - An increase in risk-related costs
 - No apparent change in the risk results
 - Ineffective cost/benefit
 - Ineffective training

MGMT 202-PPT-10-1-15

Health and Safety Investigations

- Health and safety investigations include
 - Injury reports
 - Accident reports
 - Health exposure reports
 - Identifying unsafe work environments
 - Taking action to prevent recurrence

MGMT 202-PPT-10-1-16

Health and Safety Investigations

- Accident investigations
 - Accidents are unplanned, uncontrolled but usually avoidable events.
 - Accidents may result from
 - Adverse conditions in the environment
 - Equipment/material malfunction
 - Human error



MGMT 202-PPT-10-1-17

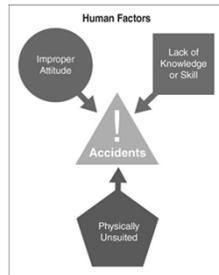
Health and Safety Investigations

- Conducting accident investigations can identify
 - The culture, habits, behavior, or condition that caused the accident
 - Previously unrecognized hazards
 - Apparatus/equipment defects or design flaws
 - Additional training needs
 - Improvements needed in safety policies and procedures
 - Facts that could have a legal effect on an accident case
 - Trends

MGMT 202-PPT-10-1-18

Health and Safety Investigations

- Understanding human factors that often contribute to accidents



MGMT 202-PPT-10-1-19

Health and Safety Investigations

- Mitigating the human factors that lead to accidents often depends upon a number of other factors
 - Time and resources committed to developing and implementing safety
 - Policies and procedures
 - Safety training
 - Certification on the safe use of equipment

MGMT 202-PPT-10-1-20

Health and Safety Investigations

- The investigation should provide the company officer with
 - General information
 - Date, time, type of incident, location, names
 - Employee characteristics
 - Name, unit number, age, gender, rank, PPE used
 - Environmental information
 - Weather, time of day, noise, visibility, terrain
 - Apparatus/equipment information
 - Type of equipment involved, age, condition, location, maintenance history, distinguishing characteristics

MGMT 202-PPT-10-1-21

Health and Safety Investigations

- Injury, illness and exposures
 - The first priority is providing medical assistance to the individual.
 - Information will then be gathered for an investigation.

MGMT 202-PPT-10-1-22

Analyzing Safety and Health Reports

- Analyzing safety and health reports
 - Provides opportunities for future prevention
 - Provides a map for policies and procedures

MGMT 202-PPT-10-1-23

Analyzing Safety and Health Reports

- Accident report analysis
 - A careful analysis of an accident report can have some very positive effects on workplace safety in the future.
 - All workplace accidents are the result of
 - Unsafe acts
 - Unsafe conditions
 - Or both

MGMT 202-PPT-10-1-24

Analyzing Safety and Health Reports

- Unsafe acts may result from
 - Inadequate training and supervision
 - Improper attitudes of the individuals involved
 - Well-intentioned attempts to save time by cutting corners
 - Careless attitudes that reflect the low morale of those involved

MGMT 202-PPT-10-1-25

Analyzing Safety and Health Reports

- Unsafe conditions are common at most emergency incident scenes and during emergency responses
 - SOPs should reduce the risks

MGMT 202-PPT-10-1-26

Analyzing Safety and Health Reports

- Questions to answer when analyzing an accident report
 - Who was involved?
 - What was involved?
 - What were the circumstances?
 - What was the root cause?

MGMT 202-PPT-10-1-27

Analyzing Safety and Health Reports

- The accident analysis may indicate a need for
 - More personnel
 - Additional or better equipment
 - More training
 - Additional funding
 - Realignment of resources
 - Mutual aid agreements
 - Purchase or creation of new training programs
 - Shifting of the risk to the private sector
 - Changes in building codes, traffic laws, or building design

MGMT 202-PPT-10-1-28

Analyzing Safety and Health Reports

- Injury, illness, and exposure report analysis
 - May occur years after initial exposure, but the process is the same as an accident report
 - Gather pertinent information
 - Determine root cause
 - Recommend change, if indicated

MGMT 202-PPT-10-1-29

Analyzing Safety and Health Reports

- Recommendations based on analysis
 - Identify solutions by outlining
 - The problem
 - The investigative process
 - One or more recommended solutions

MGMT 202-PPT-10-1-30

Analyzing Safety and Health Reports

- Wellness programs
 - Can have long-lasting effects on the safety and health of responders
 - Can decrease the risk of cardiac arrest and stroke
 - Can prevent future illness
 - Have components based on
 - Proper nutrition
 - Physical fitness
 - Periodic medical evaluations
 - Ceasing tobacco use
 - Stress control

MGMT 202-PPT-10-1-31

Student Performance Objective

- After completing this lesson, the student shall be able to explain safety investigations and analyses

MGMT 202-PPT-10-1-32

Review

- Risk Management
- Health and Safety Investigations
- Analyzing Safety and Health Reports

MGMT 202-PPT-10-1-33



Student Performance Objective

- After completing this lesson, the student shall be able to describe and identify multi-unit emergency scene operations as well as describe elements of developing and implementing operational plans

MGMT 202-PPT-11-1-1

Overview

- Multi-Unit (Multiple Alarm) Emergency Scene Operations
- Developing and Implementing Operational Plans

MGMT 202-PPT-11-1-2

Multi-Unit Emergency Scene Operations

- An increase in the complexity of the incident increases the complexity of the incident command system.
- Large scale incidents require additional apparatus and personnel in order to mitigate multiple alarms.



MGMT 202-PPT-11-1-3

Multi-Unit Emergency Scene Operations

- Incident Command System
 - The Fire Officer II should be trained to
 - ICS Level 200 at a minimum
 - ICS Level 300 recommended

MGMT 202-PPT-11-1-4

Multi-Unit Emergency Scene Operations

- The Company Officer II as the incident commander has
 - Assumed command
 - Conducted a size-up
 - Assigned task responsibilities for incidents
 - Developed an initial plan of action

MGMT 202-PPT-11-1-5

Multi-Unit Emergency Scene Operations

- As the incident progresses, the Company Officer II must
 - Track resources on the scene
 - Consider personnel accountability
 - Plan the release of resources once the incident has been mitigated

MGMT 202-PPT-11-1-6

Multi-Unit Emergency Scene Operations

- Tracking and accountability systems should be used to manage resources at the scene
 - Procedure for checking in at the scene
 - Way of identifying location of each unit and all personnel on the scene
 - Procedures for releasing units no longer needed

MGMT 202-PPT-11-1-7

Multi-Unit Emergency Scene Operations

- Resource management
 - The Incident Commander must be able to locate, contact, deploy, and reassign units assigned to the incident.
 - Units communicate through radio communication systems or through direct face-to-face communication.

MGMT 202-PPT-11-1-8

Multi-Unit Emergency Scene Operations

- Tracking system visual aids
 - May be
 - Worksheets
 - Dry erase boards
 - May contain
 - Assigned radio frequencies
 - Assigned units
 - Activated ICS functions
 - Site plan



MGMT 202-PPT-11-1-9

Multi-Unit Emergency Scene Operations

- Personnel accountability systems
 - Are critical if there is a sudden change in an incident; the IC must know
 - Who is at the incident
 - Where each person is located
 - Who and how many may be trapped or injured
 - Include
 - Tag systems
 - SCBA tag systems
 - Bar code readers

MGMT 202-PPT-11-1-10

Multi-Unit Emergency Scene Operations

- Demobilizing resources
 - Occurs when the IC determines that certain resources are no longer needed
 - Should be implemented by the IC in accordance with the organization's policies



MGMT 202-PPT-11-1-11

Multi-Unit Emergency Scene Operations

- Transferring command
 - Should be done in person at the incident command post
 - May be accomplished over the radio if needed

MGMT 202-PPT-11-1-12

Multi-Unit Emergency Scene Operations

- The Company Officer II as the group/division supervisor
 - The command organization must develop at a pace that stays ahead of tactical deployment of resources
 - The IC must direct, control, and track locations and functions of all units in order to efficiently manage the incident

MGMT 202-PPT-11-1-13

Multi-Unit Emergency Scene Operations

- Strategic level responsibilities
 - Determination of the appropriate strategy
 - Establishment of overall incident objectives
 - Setting priorities
 - Development of an Incident Action Plan
 - Obtainment and assignment of resources
 - Planning
 - Prediction of outcomes
 - Assignment of specific objectives to tactical level management units

MGMT 202-PPT-11-1-14

Multi-Unit Emergency Scene Operations

- Tactical level responsibilities
 - Operational activities toward specific objectives
 - Grouped resources
 - Operations in specific geographic areas or function

MGMT 202-PPT-11-1-15

Multi-Unit Emergency Scene Operations

- Task level
 - “Task level” refers to activities assigned to specific resources that result in accomplishment of tactical level requirements.
 - Company officers generally supervise task level activities to accomplish tactical objectives.

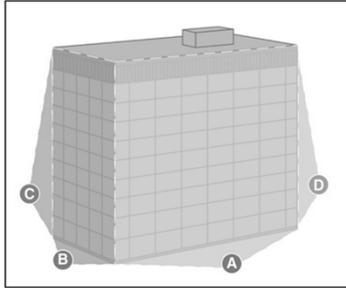
MGMT 202-PPT-11-1-16

Multi-Unit Emergency Scene Operations

- Basic organization of command
 - Division: organizational level having responsibility for operations within a defined geographic area
 - Division A, B, C, D
 - Group: organizational level responsible for a specific functional assignment
 - Salvage, search, rescue, hazmat, medical

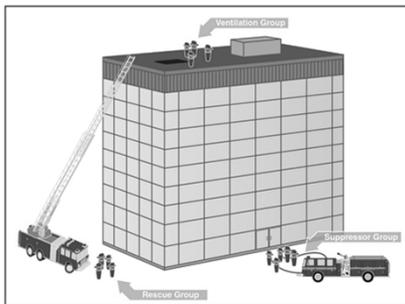
MGMT 202-PPT-11-1-17

Multi-Unit Emergency Scene Operations



MGMT 202-PPT-11-1-18

Multi-Unit Emergency Scene Operations



MGMT 202-PPT-11-1-19

Multi-Unit Emergency Scene Operations

- The IC should assign divisions/groups (DGs) when
 - There are situations that will involve a number of units or functions beyond the IC's span of control
 - Units are involved in complex operations
 - Units are operating from tactical positions that Command has little or no direct control over
 - The situation presents special hazards and close control is required over operating units

MGMT 202-PPT-11-1-20

Multi-Unit Emergency Scene Operations

- When establishing DGs, the IC will assign each unit
 - Tactical objectives
 - A radio designation
 - The identity of resources assigned to that DG

MGMT 202-PPT-11-1-21

Multi-Unit Emergency Scene Operations

- Span of control
 - Creating tactical-level DGs to manage incident-related functions or direct operations in specific geographic areas or functions should reduce the span of control.
 - Establishing DGs reduces the IC's span of control and makes it feasible to communicate with those supervisors rather than multiple individual company officers .

MGMT 202-PPT-11-1-22

Multi-Unit Emergency Scene Operations

- Division/Group supervisors
 - If effective, can supervise assigned resources and allow IC to concentrate on overall strategy and resource assignments

MGMT 202-PPT-11-1-23

Multi-Unit Emergency Scene Operations

- Communications
 - Using DGs reduces the overall amount of communication.
 - When practical, communication should be conducted face-to-face between the company officer and the DG supervisor.

MGMT 202-PPT-11-1-24

Developing and Implementing Operational Plans



MGMT 202-PPT-11-1-25

Developing and Implementing Operational Plans

- Operational plan components
 - Once size-up is completed, the IC
 - Determines incident priorities
 - Selects overall strategy
 - Establishes tactics for meeting strategy
 - The IC must
 - Include safety and environmental considerations
 - Be familiar with local agreements and operational guidelines

MGMT 202-PPT-11-1-26

Developing and Implementing Operational Plans

- Factors of command
 - Structure, vehicle, and wildland fires
 - Hazardous materials incidents
 - Mass-casualty incidents
 - Automobile accidents
 - Technical rescues
 - Natural disasters

MGMT 202-PPT-11-1-27

Developing and Implementing Operational Plans

- Resource allocation must be considered while
 - Assuming Command
 - Evaluating situational awareness
 - Establishing incident communications
 - Identifying incident objectives, strategy and IAP
 - Deploying resources
 - Developing incident organization
 - Reviewing, evaluating, and revising the IAP
 - Continuing, transferring, and terminating Command

MGMT 202-PPT-11-1-28

Student Performance Objective

- After completing this lesson, the student shall be able to describe and identify multi-unit emergency scene operations as well as describe elements of developing and implementing operational plans

MGMT 202-PPT-11-1-29

Review

- Multi-Unit (Multiple Alarm) Emergency Scene Operations
- Developing and Implementing Operational Plans

MGMT 202-PPT-11-1-30



Student Performance Objective

- After completing this lesson, the student shall be able to explain and conduct post-incident analysis and critiques

MGMT 202-PPT-12-1-1

Overview

- Post-Incident Analysis and Critique

MGMT 202-PPT-12-1-2

Post-Incident Analysis and Critique

- Determines strengths and weaknesses of an organization's response to an emergency
- Provides training tools as well as a basis for future planning for emergency responses
- Motivates change in policies and procedures that may be outdated or ineffectual in meeting current needs of a response area
- Provides a foundation for strengthening an organization's emergency response activities

MGMT 202-PPT-12-1-3

Post-Incident Analysis and Critique

- Post-incident analysis should be completed for major incidents or those that involve
 - Line-of-duty injuries or deaths
 - Unusual situations
 - Situations that the IC or Staff Officers deem necessary

MGMT 202-PPT-12-1-4

Post-Incident Analysis and Critique

- Post-incident analysis objectives
 - Provide an opportunity for participants to objectively and constructively review operations
 - Identify effective procedures (strengths) for future emergency operations
 - Identify areas requiring improvement (weaknesses) and recommended changes

MGMT 202-PPT-12-1-5

Post-Incident Analysis and Critique

- Post-incident analysis should focus on
 - Participant activities
 - Incident elements
 - Decisions made with the intention of controlling the incident

MGMT 202-PPT-12-1-6

Post-Incident Analysis and Critique

- Post-incident analysis must **NOT** be
 - Used to punish participants
 - Perceived as a fault-finding process

MGMT 202-PPT-12-1-7

Post-Incident Analysis and Critique

- Data collection
 - Pre-incident survey or fire and life safety inspection report
 - Size-up
 - Incident action plan
 - Command and general staff records
 - Outside agency reports
 - Interviews
 - Site plans

MGMT 202-PPT-12-1-8

Post-Incident Analysis and Critique

- Data collection
 - Incident safety plan
 - Personnel accountability system
 - Weather reports
 - Communications records
 - Miscellaneous reports
 - NIMS-ICS forms



MGMT 202-PPT-12-1-9

Post-Incident Analysis and Critique

- Analysis
 - Building construction
 - Fire protection systems and features
 - Water supply
 - Fuel loading
 - Fire growth and development
 - Departmental dispatch procedures
 - Strategy, tactics, and operations
 - Customer service

MGMT 202-PPT-12-1-10

Post-Incident Analysis and Critique

- To be considered in the analysis
 - Dispatch
 - Initial attack
 - Subsequent resource assignments
 - Private fire protection systems
 - Health and safety
 - Post-fire activity

MGMT 202-PPT-12-1-11

Post-Incident Analysis and Critique

- Dispatch
 - Was response time within the organization's minimum/maximum criteria?
 - How can response time be reduced?
 - Were there any extenuating circumstances that resulted in increased response time?
 - Was all available information communicated to responding units?

MGMT 202-PPT-12-1-12

Post-Incident Analysis and Critique

- Initial attack
 - Was initial assignment adequate to mitigate the incident?
 - What additional resources were required?
 - Was ICS properly implemented?
 - Was ICS adequate for the incident?
 - Was all relevant information communicated?

MGMT 202-PPT-12-1-13

Post-Incident Analysis and Critique

- Initial attack
 - What improvements could be made?
 - What weaknesses should be corrected?
 - What procedures need to be updated?
 - What strengths can be used as examples for similar situations?

MGMT 202-PPT-12-1-14

Post-Incident Analysis and Critique

- Subsequent resource assignments
 - Were additional resources requested in time to be effective?
 - Was the Staging Area established and the Staging Area Manager assigned?
 - Were IC duties delegated according to ICS?
 - Were communications with automatic mutual aid units and other support resources adequate?

MGMT 202-PPT-12-1-15

Post-Incident Analysis and Critique

- Subsequent resource assignments
 - Were there any difficulties in dealing with outside agencies or jurisdictions?
 - What can be improved when dealing with outside agencies or jurisdictions?

MGMT 202-PPT-12-1-16

Post-Incident Analysis and Critique

- Private fire protection systems
 - How effective were fire protection systems?
 - How well did responding units use these systems?
 - Could systems have been used to better advantage?

MGMT 202-PPT-12-1-17

Post-Incident Analysis and Critique

- Health and safety
 - Was an Incident Safety Officer assigned?
 - How were personnel and accountability procedures conducted?
 - Did the activity necessitate a rehab? If so, was the location adequate?
 - Were operational periods identified?
 - Was the 2-in/2-out program placed in operation?
 - Were the rapid intervention teams and /or backup assigned if needed?

MGMT 202-PPT-12-1-18

Post-Incident Analysis and Critique

- Post fire activity
 - Was property properly secured or turned over to the fire investigator after suppression forces vacated the area?
 - Did the fire investigations unit respond in a timely manner?

MGMT 202-PPT-12-1-19

Post-Incident Analysis and Critique

- Post-Incident critique
 - Formal
 - Informal



MGMT 202-PPT-12-1-20

Post-Incident Analysis and Critique

- Informal post-incident critique
 - Can be held by the company officer and unit members following an incident
 - Usually occurs immediately after incident termination (can be held at the station if the weather is bad)
 - Gives unit members the opportunity to provide thoughts and suggestions
 - Can be used as a training exercise
 - Should always be positive in nature

MGMT 202-PPT-12-1-21

Post-Incident Analysis and Critique

- Formal post-incident critique
 - Will be held if the PIA indicates that it is necessary
 - Will be held if the incident involves interagency or interjurisdictional response
 - Should be held in a space large enough to accommodate attending participants, as well as workspace, AV equipment, and privacy
- Copies of the analysis should be provided prior to the post-incident critique

MGMT 202-PPT-12-1-22

Post-Incident Analysis and Critique

- The greatest failure of a post-incident critique
 - Failure to learn from and apply the results and recommendations

MGMT 202-PPT-12-1-23

Student Performance Objective

- After completing this lesson, the student shall be able to explain and conduct post-incident analysis and critiques

MGMT 202-PPT-12-1-24

Review

- Postincident Analysis and Critique

MGMT 202-PPT-12-1-25
